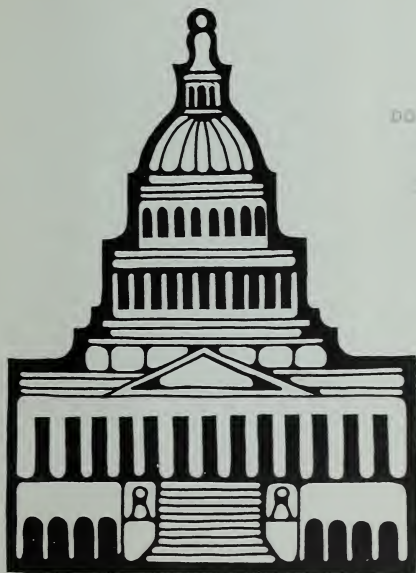


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# How To Get That Appointment



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City and County of San Francisco

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HOW TO  
GET THAT  
APPOINTMENT

Commission on the Status of Women  
City and County of San Francisco  
December 1980

The San Francisco Commission on the Status of Women deeply appreciates and warmly thanks Chevron U.S.A. Inc. for underwriting the cost of printing this booklet.

How to Get That Appointment is being distributed throughout the City and is also available at the Commission Office, 1095 Market Street, Room 505.



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Phyl Smith provided a philosophical perspective, diverse board and commission member experience, knowledge of governmental systems and citizen participation, and editing skills.

Together they researched and drafted the Process, City and County of San Francisco and State of California sections.

Virginia Littlejohn researched and drafted the Federal and Corporate sections making possible this extension of the Committee's initial, more limited scope.

Virginia Littlejohn and Barbara Hauser researched and drafted the Non-profit section.

All sections were reviewed and edited by the full committee. Monika Kehoe edited the final draft.

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H. Marcia Smolens initiated the Committee, directed its early development and secured with Helen Goldsmith the funding for the booklet's publication.

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## INTRODUCTION

The Booklet Committee has devoted considerable personal time to the research, the writing and the production of this material. The mundane work was periodically relieved by some impassioned discussions on the wide variety of motives which can propel individuals into seeking appointments and how these motives can affect the needs of boards and commissions. We asked ourselves: "Why should we want to get involved in governmental or private service?" "What is our responsibility to the needs of society which are addressed through the system of boards and commissions?" "What are the conflicts between our possible hidden agendas and the stated objectives of the group?" "How can we feel best about our investment of time and energy?" Nearing completion of its work to provide factual material about participating on boards and commissions, the committee decided it equally important to provide women with a philosophy about participation which can help make their efforts most valuable.

We do not promote the participation of women solely for quantitative reasons! We support women who operate with integrity and assume responsibility in a substantive rather than nominal manner. We support women who sincerely commit themselves to learning the issues, who are able to express their opinions well and are also open to the opinions of others, those dedicated to finding the best possible solution to societal problems. We believe these qualities contribute to effective leadership and should be among the criteria for board appointments.

Personal motives, those separated from the defined goals of the group, should not interfere with the group's ability to perform its job. Working toward particular personal goals should be congruent with working toward the group's objectives.

Some people achieve appointment to a commission only in order to add another entry to their resume, only to expand their social contacts or only to grandstand their personal opinions. Some members attend meetings sporadically or are too superficially involved to contribute to the work to be done. The operations of boards with members oriented only to personal needs often degenerate into personality games. Male or female, such appointees lack integrity as commission members and can contribute to a commission's or board's lackluster performance.

Produced through the support of the San Francisco Commission on the Status of Women and aimed directly at the promotion of women, How to Get That Appointment is seen by us to be our service to the community at large.

How to Get That Appointment is designed to promote the participation of women on boards and commissions by providing information needed by anyone seeking an appointment. Primary emphasis is given to local, state and federal appointments but information on corporate and non-profit boards of directors is also included.

The Commission on the Status of Women has been mandated by the City and County of San Francisco to "assist in nominating qualified women for appointment by the Mayor to vacancies on boards and commissions of the City and County." How to Get That Appointment addresses that mandate by providing "how to" information on researching, networking, building support, resume writing and using the formal application process. A listing and brief description of the City and County boards and commissions provides the "where to" information for the City and County of San Francisco.

By making this information available, we hope to encourage women to contribute to a more representative government and to expand their personal and professional abilities.

Being involved in the governmental process enables one to acquire governmental and political knowledge, to gain access to the power structure, to participate in decision-making and sometimes to influence legislation and shape public opinion. Representation is important, and participation enables women to represent women's issues and perspectives. On a more personal level, participation can be a means to develop or improve expertise in a given area, achieve personal recognition, aid careers and serve as a stepping stone on the way to another appointive position or to elective office. Being known for competence in several areas is valuable for anyone's career.

Women may find participation additionally beneficial because it enables them to make professional contacts and may afford the opportunity to operate at a policy-making level. Working at making policy, gaining entry to the "old-boy" network and participating in the networking of women are important skill-building experiences. It is definitely in a woman's self-interest to expand her contacts and become aware of the issues and activities which may relate to her work in the future.

Organizations and companies are sensitive to their image and increasingly responsive to the appointment of women. Companies enjoy the promotion of their names through the participation of their employees and are impressed by employees with experience and influence within the community.

Boards and commissions are appointed bodies. To become a member of one requires appointment to it by the appropriate authority. Chapter 1 of this booklet provides background information on governmental boards and commissions and describes the components of the application and appointment process. Chapter 2 presents a perspective on how service at one level may lead to an appointment at another level. Chapter 3 gives background information and a listing of the boards and commissions within the jurisdiction of the City and County of San Francisco. Information on State of California and U.S. Government appointments appears in Chapters 4 and 5. Obtaining appointments to boards of corporations and non-profit organizations is discussed in Chapters 6 and 7.

Since women cut across all ethnic, social and economic groups - many of which are currently under-represented in the decision-making process - our participation is vital, both for our own unique needs and for the needs of the other groups to which we belong. The Commission on the Status of Women believes that many women have the desire, the qualifications and the ability to contribute to the work being done by a variety of boards and commissions and that it is time to use our knowledge and viewpoints by seeking positions on such boards.

We hope that How to Get that Appointment provides the information and support for you to expand your potential and contribute to society through board or commission service.

## CHAPTER 1: THE PROCESS OF GETTING APPOINTED TO GOVERNMENTAL BOARDS AND COMMISSIONS

The process of getting appointed to a board or commission demands thorough preparation by the applicant. As much as eighty per cent of the process will involve research, personal contact and politicking before even the submitting of an application. Anyone seriously interested in obtaining an appointment must take the responsibility to lay this necessary groundwork. This chapter is designed to assist in that task.

### HOW BOARDS AND COMMISSIONS ARE ORGANIZED

Boards and commissions exist to attend to the problems of human affairs, from aging to youth and from agriculture to transportation, depending on how the community views them. Not all boards and commissions exist in all communities and at all levels of government, but they do fall into general subject categories and functions and have similar titles from locality to locality.

Boards and commissions can be viewed in two general ways:

1) according to the subject matter they are required to consider and 2) according to the manner in which they are required to function.

Function. While almost all boards and commissions are advisory - having power only to recommend action to the actual governmental unit to which they are attached - their recommendations can fall into the same three categories as government itself: executive, legislative, judicial. Knowing the functional purpose of a board or commission may be as important a connection to preferred participation in government as knowing its subject matter.

Executive. The majority of boards and commissions serve the executive branch of government. They are responsible for evaluating how well a program is being administered and advising on procedures which can enhance the effectiveness of the program according to the intent of the law which established it.

Legislative. Boards and commissions attached to the legislative branch examine existing public situations in order to recommend new laws. Often such a commission is established for a particular legislative task and exists only until its studies and recommendations are completed and sent to the appropriate legislative body.

Judicial. Other boards and commissions are judicial in nature with actual power to resolve problems through their interpretation of existing laws. These boards and commissions generally deal with regulations, function as regulatory commissions and are termed "quasi-judicial."

In addition to service on boards and commissions there are also other ways of participating in the community's decision-making process. Citizens are appointed to

- the GRAND JURY
- ad hoc or standing committees of SCHOOL BOARDS
- task forces and other committees of REGIONAL BOARDS.

## RESEARCHING A BOARD OR COMMISSION

Having determined your area of concern and your preferred way of functioning, you can pinpoint the particular board or commission on which you think you can be most effective and to which you may have the best chance of being appointed.

**CAUTION: BE WILLING TO START SMALL!!!** Sometimes boards and commissions are used by appointive officials to groom people for more responsible levels. While serving on a low level board or commission may not be appealing, you can gain valuable experience while there and become a more attractive candidate for a more important position later on.

**IT IS ESSENTIAL TO FIND OUT ALL YOU CAN ABOUT A BOARD OR COMMISSION BEFORE YOU CHOOSE IT AND CERTAINLY BEFORE YOU APPLY FOR APPOINTMENT TO IT.**

### How To Get "Hard" Information

The Board/Commission Fact Sheet on the following page can be used to obtain the basic hard information you need to get started. If you do not receive all you need from your first inquiry, repeat your letter or telephone call until you do. **PERSEVERE!** Additionally, you may need to use more than one source of information. Informational sources specific to each level of government include reference materials published by the government and governmental departments to which inquiries can be addressed. They are discussed in subsequent chapters of this book.

## BOARD/COMMISSION FACT SHEET

### TITLE

Address  
Telephone  
Meeting Place  
Meeting Time

### PURPOSE AND JURISDICTIONAL LEVEL

### SOURCE AND AMOUNT OF FUNDS ADMINISTERED

### DUTIES OF MEMBERS AND TIME REQUIRED FOR SERVICE

### REPRESENTATION OF MEMBERS: (1)

### MEMBERS AND ADDRESSES: (2)

### LENGTH OF TERMS AND EXPIRATION DATES: (3)

### REMUNERATION: (4)

### APPOINTING OFFICIAL: (5)

### APPLICATION PROCESS: (6)

### NOTES:

- (1) Number of women, men and the types of their backgrounds. Is there a predetermined composition to the board or commission (called "slotting") which requires so many attorneys, union members, minorities, professionals, etc.?
- (2) With this information you can talk to board/commission members about their service and their views of the board/commission needs.
- (3) Determine when appointments will expire so that you can have as long a time as you need (consider six months) for developing your application process. Try to discover if any member is considering resigning before her/his term expires.
- (4) Can you afford to serve on this board/commission? Is the job full time, part time, or a few hours a month? Can you contribute your time or must you be paid?
- (5) Who is responsible for making the appointments? Why? (To repay political debts, for instance?) Is a political affiliation required? If you worked for the appointing official's opponent in the last election, will you be disqualified? Will your membership in other groups hurt or help your chances? What kind of people does the official support? What kind does the official need on the board/commission to further her/his goals? Some of this information may be covert and require behind-the-scenes questioning.
- (6) What is the required timing for making application for appointment? To Whom? Where? In what form? Are applicants interviewed? By whom? When? What kind of resume is most effective? What kind and amount of personal support is needed?

### How To Get "Soft" Information

With the basic "hard" information you have gathered you are now ready to collect the equally important "soft" information about the political realities and the human operation of the board or commission in which you are interested. For example: What are the dynamics of the membership? What is the atmosphere of the meetings? What kind of issues are brought up? What is the usual pattern of decision-making? What does the board or commission need, in its opinion - and in yours? Can you see yourself functioning with sufficient comfort on this board or commission?

#### Ways in which to obtain such "soft" information:

1. First, attend meetings and read minutes of past meetings.
2. Talk to organizations such as the League of Women Voters and the American Association of University Women who have their members regularly observe these official meetings. These trained observers often have helpful insights unavailable elsewhere.
3. Talk to people and groups affected by the decisions of the board or commission.
4. Read newspaper reports of the board or commission's activities and ask the news editor for her/his viewpoints.
5. Then, talk to past and present members of the board or commission.
6. Most importantly, notice ways you might contribute by serving on the board or commission, either through your experience, skills and expertise, or through your contribution of new ideas and approaches.

### ASSESSING YOUR QUALIFICATIONS

Researching the boards and commissions will give you a way of comparing yourself with the present members and evaluating your qualifications to serve. For one thing, you will learn that they are not superbeings although most really are well-qualified. In fact, you may discover a member or two whose only interest is to use that board or commission appointment as a stepping stone to another position, or who are serving on as many boards and commissions as possible in order to add them to their political resumes, or who were appointed primarily because they are the wives of wealthy, influential businessmen.

Just what are your qualifications? It is essential that you thoroughly analyze all your training and experience to identify all the skills and abilities you have which can be applied to a particular position. You will list these skills on a resume to be submitted to the appropriate appointing authority.



### Informational sources:

1. Your interest in the board or commission. Why do you want to serve on it? Probably one of your best qualifications is your answer to that question, for it implies a willingness to put in the time and work necessary to do a good job. But you will still have to back up that willingness with a demonstrated ability to get things done well.
2. Your professional training and work history. List your professional experience, emphasizing the portions which pertain directly to the board or commission and describe your educational background.
3. Your volunteer work. List the ways that you have already contributed to your community through volunteer work. Assisting in the classroom, participating in ballot-initiative and fund-raising campaigns or coordinating library volunteers all show that you have the important abilities to motivate other people, to listen to others' opinions and to organize. What other skills did your volunteer work develop?
4. Affiliations. List your professional and personal affiliations as well as all other interests you have pursued which can build your case for appointment.
5. Personal qualities. How do you see yourself and how do other people see you? The following list may help you define yourself in a way which can enhance your other qualifications. Which qualities apply to you?

Decision-making ability	Self-motivated
Research skills	Cooperative
Tolerance for individual differences	Creative
Ability to function effectively within an organization	Flexible
Ability to relate to a wide variety of people	Confident
	Innovative
Broad scope of knowledge	Analytical
Ability to work within guidelines	Goal-directed
Tolerance for stress	Self-directed
Ability to plan	Sound judgment

When you finish your list - and use your friends to help you - you will be surprised at the number of qualifications you have. This information is the basis for your resume.

## WRITING A RESUME

There are many excellent resource guides to resume writing available through libraries, bookstores and career-counseling centers. This section will provide a review of resume construction.

Your resume is a sales presentation. It represents you on paper and helps convince the appointing authority that you are right for the job. Before preparing your resume, you should know two things: what you do best and the goals of the board or commission to which you wish to be appointed. Then develop your resume so that it is a picture of you in terms of your abilities and experience related to the needs of the relevant board or commission.

### Preparation for Writing a Resume

Assess yourself in the following terms:

1. **Motivation:** desire for public service.
2. **Abilities:** what kinds of activities can you perform?
3. **Skills:** what have you learned to do?
4. **Interests:** why does this field interest you? What other experiences have you had to prove your interest in this area?
5. **Ambitions and goals:** how does this position fit in with your long-range goals?
6. **Experience:** what experiences (volunteer, paid, personal, educational) have you had that will contribute to your worth in this position?
7. **Assets and talents:** what special traits do you have that especially qualify you for this position?

### Developing a Resume

Develop your resume by filling in each of the following sections.

A resume consists of five sections:

1. **Basic information:** Name, address, city, telephone number (make sure you list a number at which you can be reached during the day; if you are not available, list a message number where someone is available).
2. **Objectives:** This opening line should immediately let the reader know what your interests are. Name the specific appointment you want. Be brief and avoid philosophical statements. (For a job resume this statement might describe the type of activities in which you would like to be involved, plus your long-range goals.)
3. **Qualifications:** A brief statement of your experiences (personal, educational, volunteer, paid) which are related to your objectives. It can be in a brief form



with emphasis on action verbs (e.g., "directed..., organized..., coordinated..."). Always state your strongest, most relevant experiences first.

4. Background: (An experience chronology.) This is a statement of paid work experiences, educational background (if college level or specialized...and not included in qualifications), volunteer activities and special projects. The most important items should be mentioned first. For each position, list the descriptive title first, enumerate duties (leave out "typing and answering the telephone" but include "developing and coordinating a program"), then list the agency TITLE only - no date, no address, no supervisor. Slant descriptions toward your goals and be honest!
5. Optional data: This section may include responsible but not relevant experiences including membership in organizations. It can also list references if their names or titles are impressive. If they are not, simply state "References furnished upon request." Always include the telephone numbers of any references listed as they will most likely be called and get their permission prior to listing them.

In general, your resume should have the following characteristics:

1. Neat, well-organized (lots of white space on the page).
2. Attention-getting (on good quality paper).
3. Easy-to-read (in 15 seconds).
4. Divided into a few meaningful categories.

#### Areas to Stress for Appointments

The information you submit when seeking an appointment may be slightly different from the information submitted when looking for a job. Remember that your political affiliation and work you have done for candidates or the party may become an important factor in some cases. The combination of your knowledge of your community and your participation within it is perhaps your most valuable leverage. If you have been an activist, you may not need to be an expert in a particular field. Use your resume to illustrate what you have done, contacts you have made and insights you have gained.

Two resume samples are presented on the following pages.

SAMPLE RESUME NO. 1

Susan B. Jones  
365 Franklin Avenue  
Lynnwood, CA 94000

Phone: 354-7688 (day)  
561-3274 (eve)

GOAL: Appointment to the Lynnwood Parks and Recreation Commission.

QUALIFICATIONS: Competence in planning and directing sports programs for children and adults.

EXPERIENCE:

Current Director of the Manchester Junior High School after-school sports program. The five-activity program has an enrollment of 146 students.

Organizer and coordinator for the 1976 Lynnwood Fourth of July Celebration.

Red Cross Instructor in first aid and lifesaving.

Girl Scout Leader, Lynnwood Troop 124.

Volunteer Recreation Leader, Lynnwood Senior Citizen Center.

EDUCATION:

B.A., Physical Education, California State College, 1972.

Additional course work at Bay Area University in:

"Motor Skills and Coordination in Preschool Children"

"Traditional American Folk Dance"

"Getting Back in Shape--Physical Exercise for the Middle-Aged"

"Rehabilitation for Stroke Victims"

MEMBERSHIPS:

Lynnwood Junior Women's Club  
American Association of University Women  
American Red Cross  
Lynnwood Women's Soccer League

References furnished upon request.

SAMPLE RESUME NO. 2

Peggy Dickson  
2721 Fremont Avenue  
Concord, CA 94553  
421-4978

GOAL: Appointment to the County Reorganization Committee

QUALIFICATIONS

Qualified to assume responsibilities in the areas of administration, research, public relations, legal analysis, technical writing, group organizing, counseling, program planning and evaluation, or liaison as field representative.

BACKGROUND

Five years of professional and volunteer experience. Highlights:

- \*Administered evaluation unit of a training program in seven western states.
- \*Researched and assisted writing of corporations' funding proposals.
- \*Created administrative manual and administrative efficiency system.
- \*Traveled to act as liaison representative for area committees and corporations.
- \*Analyzed, evaluated and edited legal, financial and real estate documents for management and company attorneys.
- \*Developed community improvement plan by designing questionnaire, conducting fact-finding meetings, analyzing data and writing plan.
- \*Edited college textbook manuscripts.
- \*Worked effectively with people from various backgrounds, including politicians, business managers, professional personnel, and racial and cultural minority persons.
- \*See attached for details.

EDUCATION

B.A., English, Temple University, 1965.  
M.A., English, Pennsylvania State University, 1968.

REFERENCES

Available upon request.

Peggy Dickson

### Detailed Background Information

Consultant: Administrative assistant to president of research management firm. Researched and wrote funding for pre-apprenticeship training program, for Research and Planning, Inc., 1720 Main Street, Concord, CA, 1974 to present.

Counselor-Administrator: Interviewed, counseled and referred clients. Gathered data, wrote and maintained records and reports. Organized conferences. Developed a health program for Kissing Monster Day Care Center, 70-80 Willoughby Street, Brooklyn, New York, 1972-1974.

Legal Analyst: Analyzed, evaluated and edited legal, financial, and real estate documents for management and company attorneys. Reviewed title reports, prepared escrow instructions and legal follow-up system. Acted as liaison between regional management field representatives and various corporate departments, for Sea Oil Company, 100 Bush Street, San Francisco, CA, 1970 to 1971.

Administrative Assistant-Research Specialist: Assisted with research and writing of Corporation's funding proposal. Administered Evaluation Unit of seven state training program. Designed progress reports and administrative efficiency system. Traveled to organize area committees, for Community Action Training, Inc., 525 Market Street, San Francisco, CA, 1968 to 1969.

Manpower Training and Development: Researched and edited published manpower training and employment report; acted as assistant director for summer teen employment program in Berkeley, CA, 1967-1968.

Community Planning: Organized and developed neighborhood meetings and wrote Preliminary Report for the Neighborhood Planning Committee of Berkeley, CA, 1966-1967.

Community Service Accomplishments: Chaired study of County Government Role in the Community for American Association of University Women; campaigned with Young Republicans for County Supervisor candidate; presented issue paper on Effectiveness of Special Districts for Business and Professional Women's club; managed PTA fund raising projects several years; reorganized the "Meals on Wheels" project for the Red Cross.

## BUILDING SUPPORT FOR YOUR APPOINTMENT

Knowing what support is available to you, how to obtain it and how to use it is just as important as learning as much as possible about a board or commission and knowing all your possible qualifications for serving on it.

First, to the extent possible, determine the political realities of the appointment: no matter how high your interest and qualifications for the position, will another candidate with the same or less interest and qualifications but more political strength be appointed instead? **HOW MUCH AND WHAT KIND OF SUPPORT MUST YOU HAVE?**

### Sources of Support

1. **MOST IMPORTANT:** Support from those who know the appointing authority or know her/his assistants or personal friends.
2. Community groups in which you have been active, as well as those concerned with the activities of the board or commission on which you wish to serve.
3. Political groups, women's groups, elected officials (especially those of the same political background as the appointing authority).
4. Prominent persons in the community, professional organizations, unions, knowledgeable people, and friends and relatives who may be in a position to help you.

### How to Get Support: ASK FOR IT

You must seek your support actively, not assume that it will come to you naturally. If you don't know any of the above groups or people, make an appointment for the purpose of getting to know them and they you. Tell them of your interest, present your qualifications, ask for and answer their questions without committing yourself to any position on the board or commission performance, and then ask for their endorsement, preferably in written form.

Additionally, tell everyone you know that you are seeking a position. You may meet someone who "knows someone" who can help you. Sell yourself to them and don't hesitate to describe your need for letters of recommendation. Have a rough draft prepared for their use.

### How to Use Support

Begin a planning timetable so that you can meet the application deadline with sufficient support, realizing that it is never too early to start. Researching the commission or board and lining up support may take longer than you originally thought, and the earlier you begin, the more time you will have to make yourself known throughout the community.

In some instances, it is advantageous to time the support letters or telephone calls so that they arrive periodically prior to the appointment, thus keeping your name familiar. Certainly some support letters should be in the hands of the appointing authority prior to the personal interview, if one is held.

**LEARN WELL IN ADVANCE FROM THOSE WHO KNOW WHAT IS THE MOST EFFECTIVE SCHEDULING OF SUPPORT.**

## APPLYING FOR A BOARD OR COMMISSION

By now it is assumed that you know the exact board or commission to which you want to apply. You have researched the board, you know how it is currently functioning, you have assessed your qualifications and you have begun seeking support and recommendations. You are ready to apply!

### How to Apply

In most cases you must submit an application, resume and cover letter to the appropriate person or office at the appropriate time. It does not hurt to submit a few letters of reference along with the application. If there is not a vacancy at the time, ask to be notified when a vacancy occurs (and continue checking back!).

San Francisco City and County: Chapter 3 of this booklet identifies the appropriate appointing authority for various boards and commissions.

Applications for appointments made by the Mayor can be obtained through the Mayor's Office, City Hall, Room 200.

Applications for appointments made by the Board of Supervisors can be obtained through the Clerk of the Board of Supervisors, City Hall, Room 254.

State and Federal Levels: Please refer to Chapters 4 and 5 for information on the appropriate appointing authority for California State boards and commissions and Federal level appointments.

## WRITING A COVER LETTER

The resume should always be submitted with a cover letter. The general characteristics of the cover letter are as follows:

1. Typed on good quality stationery to an individual (not "To Whom It May Concern").
2. Polite and brief - about one page.
3. Attached to the resume.

The organization of the cover letter generally falls into three paragraphs:

1. The first paragraph should state your reason for mailing the resume.

Example: "For the past ten years I have been involved with community health care and am delighted that a position on the Board of Health is open for new members. Please consider this letter an application for that position."

2. The second paragraph should state briefly your qualifications but should not repeat those in your resume. Example: "As a minority woman long active in promoting improved health in my community, I feel well qualified to administer and advise our local government on these matters. Backed by professional work experience for the Department of Public Health and personal research in this area, I would be most interested in assisting this Board toward its goal: Health for all people."
3. The third paragraph is usually a request for an interview. Example: "I am looking forward to discussing the issues with you in a personal interview at your earliest convenience."

### Additional Hints

1. Address your letter to officials correctly. Most elected representatives are "Honorable" but check to be sure. Consult a good dictionary or call the official's office and request her/his title and mailing address.
2. As in your resume, remember that your political affiliation and work you have done for candidates may become an important factor in some cases. Be sure to illustrate what you have done, listing significant contacts you have made and stating insights you have gained.
3. After submitting your application, resume and cover letter, wait to hear from the official responsible for your application. If you do not hear within two weeks, call the office to confirm that your letter had been received and inquire as to when you might expect a reply.



## THE INTERVIEW

Not all boards and commissions interview their applicants. Your research will have told you whether "yours" does, and if so, the who, where, when and how of its interviewing procedure. If you are called for an interview, here's how to prepare and what to expect.

### Preparation

1. Review your research of the board or commission and understand well its purpose, goals, accomplishments, general history - and board members' responsibilities. Think carefully about your planning of time and energy. Dress as you have noticed members do.
2. Know your interviewer(s) and find out their values, affiliations, length of tenure and association with the board or commission. What do you think they will be looking for?
3. Rehearse your presentation. Go over your facts and hidden agenda (what you want to communicate) with a friend in a mock interview. Decide how to appeal to the interviewer's self-interest by identifying with the goals of the board or commission and those of individual members.
4. Be prepared to back up with proof all statements of your achievements and skills.
5. Prepare some thoughtful but noncontroversial questions to ask the interviewer(s).

### General Characteristics of the Interview

1. You may be interviewed by one person or by a panel, so be prepared for either. Questions are usually formulated in a group, so when answering a question asked by a panel member, speak to the entire panel.
2. Most interviewers have generally positive attitudes toward you and are there to learn about YOU. Share yourself with them. Do not stifle the discussion with simple "yes" or "no" answers.
3. Most interviews last a specified length of time, as you have probably found out in your original research of the application process. Check that timing at the beginning of the interview and plan for an effective use of it. Make an exit appropriately when time runs out even though you do not feel "finished."
4. Remember that the closing of the interview is important, as at this time the interviewer may make a decision regarding your overall rating and should indicate the next step to be taken. Moreover, you can offer a summary of your impressions and decisions as well as reviewing what the next steps in the process will be. Remember to thank the interviewers for their time and courtesy before you leave.



### Events of the Interview

These events may take place in any order.

1. The interviewer(s) may begin with some questions about you and your background.

Examples: "Tell me/us about yourself." "What is your background?" "Why are you interested in this commission?" "How are you qualified to serve on this board?"

2. The interviewer(s) may spend time discussing the commission, its role and goals in general. Listen carefully! You may be asked questions about them.

3. The interviewer(s) will want to know what you might do for their board or commission. BE CAREFUL WITH YOUR ANSWERS TO SUCH QUESTIONS.

Examples: "If chosen to sit on this board, how would you contribute to our effectiveness?" "Why should you be chosen to sit on our board?" "What particular knowledge, skills or talent could you bring to our commission?"

Remember to phrase your answers to these questions in such a way as to avoid belittling the board members or interviewer(s) and committing yourself to discussing their policy before you are even selected.

PREPARE FOR THESE INTERVIEWS AS YOU WOULD ANY OTHER PROFESSIONAL PRESENTATION. RESEARCHING YOURSELF AND RESEARCHING THE BOARD OR COMMISSION ARE CRUCIAL ASPECTS OF THIS ENTIRE PROCESS.

### FOLLOW-UP TO APPLYING FOR A BOARD OR COMMISSION

#### After the Interview

Do not expect to be appointed at the end of the interview. Even if the interviewer(s) thinks you are highly qualified, you will rarely be promised anything. If you are being actively considered, you may be asked to a second interview or for more information in another form. To save possible wear on your nerves, ask what further timing to expect.

During the interview it may become obvious that your interest and abilities really do not fit the appointment after all. In that case, a good interviewer should politely tell you, so neither of you will spend any more time on that particular appointment effort. If this happens, reassess your research for any evidence that you could have foreseen that your qualifications did not match the needs of the board or commission.

If your appointment is being considered but you have not been contacted about it within the time indicated to you, call the office to request the status of the appointment and say that you are still interested in the position.

#### After the Appointment is Made

If Successful: Congratulations on having your efforts rewarded! Think back over your "campaign" and evaluate it. Analyze what you did, how you timed it and which things

you would do differently. Now you are in a position to share your information with others who seek your help and advice. Most of all you are now ready to work and achieve the goals you set for yourself when you first considered **GETTING THAT APPOINTMENT!**

If Not Successful: Be aware that the most qualified person is not always the one appointed, as political concerns often lead to the final decision. Try to discover the "real" reason you were not selected and then decide whether or not you want to be considered for the next vacancy. If your decision is to try for the next vacancy, start keeping in mind that you must eliminate the "real" reason. Continue to keep current with the board or commission, its meetings, its members, its decisions. Keep building more and more support for yourself. Become more politically active. And hopefully next time, YOU will be the successful applicant.

## CHAPTER 2: STEPPINGSTONES

Many women have found that there is a direct progression from service on a board or commission in one sphere to advancement in another. The contacts you make and the skills you gain can serve as links to greatly enhance your career advancement and your personal effectiveness.

### NETWORKING UPWARD

Let's say, for example, that your work with a community group leads to your being appointed to a city commission. With the additional experience you gain on the city commission - and the increased visibility - you might position yourself for an appointment to a comparable position at the state level. In time, this might lead to an appointment on a federal advisory commission.

An alternative progression might begin with service on the board of directors of a nonprofit organization. This entree, especially at the local level, is usually comparatively easy to achieve. Because many women who were once "professional volunteers" have joined the ranks of the gainfully employed, nonprofit boards often are eager for directors who will really work at their directorships. Thus, if you're prepared to contribute effectively, your performance on a nonprofit board can be a distinguished one with high visibility.

In addition to substantive skills in finance, teamwork, decision-making and parliamentary procedure which you may acquire from your service on a nonprofit board, you may also have the opportunity to work with well-placed men in the Old Boy Network if your nonprofit board is an illustrious one. Many of them are willing to lend their names and prestige to a worthy nonprofit board but often do not have the time to distinguish themselves as workhorses for its organization.

One woman who was the former Deputy Director of a federal agency explained, "It's a lot easier to get on a nonprofit board than a corporate board, where all the older male directors may be worried that a woman will be 'shrill.' I was on a nonprofit board in New York with the chairs of several major corporations, and they saw me as hardworking, effective and 'reasonable' - and apparently said so to people in Washington when my name came up for the deputy directorship. This was extremely helpful in getting my appointment.

"As far as career-building goes," she continued, "if you accomplish something in the private sector, then get a fulltime appointive position in the government, and then go back into business, you'll come out a lot higher a lot faster."

Likewise, service on a nonprofit board may be a steppingstone to appointment to a small corporate board, and from there, on to a Fortune 500 or Fortune 1300 board.

### TIPS TO HELP YOU WITH CAREER ADVANCEMENT

To assist you in long term career-pathing, we have culled the following suggestions and quotations from women who have held senior civic, public and corporate appointment in San Francisco, Sacramento, New York and Washington, D.C.:

1. Develop some type of expertise and get known for it. A nose for hot issues is very important.
2. Learn to be an effective public speaker and appear as frequently as possible as a panelist or keynoter, especially in your area of expertise.
3. Maximize every opportunity for positive publicity.
4. Work on short-term local, state or federal task forces in your area(s) of expertise where you can provide substantive input and gain visibility.
5. Join organizations where you can make useful contacts and become known.
6. Go to meetings early and stay late. Meet people. Make a point of talking with staff and speakers.
7. Leave jobs when you still like them; don't allow yourself to become stale.
8. Study entries in Who's Who and comparable volumes and use them in helping to chart your own career path.
9. Develop a personal relationship with appointing authorities.
10. If someone with responsibility for appointments asks you to recommend someone for a specific position, make a point of recommending a woman. This enlarges and enhances the new women's network and increases the likelihood of someone's name appearing on more than one appointment list (for more on the multiple list theory, see the federal section).
11. Develop a reputation for being reasonable, hardworking and effective.
12. Maintain your integrity, but don't make enemies. Stay focused on what you want to accomplish. If your program differs from someone else's program, discuss the issues rather than personality differences.
13. Always follow through on commitments.
14. Really work at cultivating your network. Follow up on contacts you've made with phone calls, lunch dates, letters. Pass on clippings and information that would be of interest to someone you've met. Do mainstream networking with well-placed men. And remember that for a network to work, it has to be reciprocal.

**FINALLY, A WORD OF WARNING:** Many women, anxious to climb up the career ladder at an accelerated pace, take on heavy responsibilities in their jobs, join multiple nonprofit boards, accept numerous speaking engagements and network as though their very lives depended on it.

The former Deputy Director of the Small Business Administration, now a successful venture capitalist in New York, offers a strong word of caution to women in their climb up the career ladder. "There's a danger for a lot of women that in the rush for recognition they'll get overextended. This can divert a woman from her real area of accomplishment. You have to do a critical assessment of what your strength is, where you want to go, and of how you want to use your time to get there. And you have to learn to say no."

## CHAPTER 3: SAN FRANCISCO CITY AND COUNTY APPOINTMENTS

### SAN FRANCISCO GOVERNMENT

San Francisco's form of government is unique in two ways. First, it is a consolidated city and county government and therefore avoids the kind of duplications found in cities and counties operating under separate jurisdictions. Second, the 1932 City Charter provided a separation of executive power by dividing it unequally among the Mayor, the Chief Administrative Officer (CAO) and the Controller. An elected official, the Mayor appoints both the CAO and the Controller with confirmation by the Board of Supervisors. The CAO is responsible for supervising nine city departments and serves a ten-year term. The Controller, serving until retirement, is San Francisco's chief fiscal officer acting as an independent auditor and responsible for seeing that the city departments spend only that money authorized by the Board of Supervisors. The Mayor and Board of Supervisors have budgetary power only in the form of approving or cutting departmental budget requests.

Each of the executive branch officers has responsibility for one or more city departments. Departments under the Mayor's jurisdiction have commissions and those under the CAO do not. The Controller heads the Controller's office which does not have a commission.

The Mayoral commissions are probably those most familiar to San Franciscans. A number of other commissions have members appointed by the Board of Supervisors, the Judiciary or other recognized agencies.

### BOARD AND COMMISSION LISTING

Forty-two boards, commissions and advisory groups are described within this chapter. Entries are organized by appointive authority and include twenty-four commissions whose members are appointed by the Mayor, thirteen whose members are appointed by the Board of Supervisors, and five with appointive power shared or held by someone other than the Mayor or Board of Supervisors.

Information is standardized for each board and commission. The name, statement of purpose and membership provide the reader with information on what boards exist and how many members are appointed by whom. Additionally, the commission address, telephone number, and time and place of meeting is included. (This type of information is not generally available through the City Hall listings.) You can contact a commission for further information.

## INFORMATION SOURCES

In researching the San Francisco boards and commissions, three information sources were initially used.

1. Directory of City and County Officers. Available through the Mayor's Office, City Hall, Room 200. Lists all elected city officials and officers and commissioners appointed by the Mayor.
2. The San Francisco Boards and Commissions. Produced and published by the San Francisco League of Women Voters, 1976 and 1979 editions. (This booklet provides additional information about entries marked with an asterisk.)
3. Boards, Commissions and Committees to Which Members Are Appointed, Nominated or Confirmed by the Board of Supervisors of the City and County of San Francisco. Available through the Clerk of the Board of Supervisors, City Hall, Room 254.

## COMMISSIONS NOT LISTED

A number of commissions operating in this county are not listed in this chapter. Some commissions are composed of persons holding specified offices with commission membership coming with the job rather than through appointment. For example, the Advisory Committee for Adult Detention has a defined membership of: two members of the Board of Supervisors, two Sheriffs and two presiding Judges of the Superior Court. Boards whose membership is not drawn from the general public are not included in the listing. Likewise, Commissions whose members are elected by public vote (e.g., the 1978 Charter Revision Commission) are not included. Additionally, the Academy of Sciences and the Asian Art Commissions are not included. These are membership organizations whose boards are elected from and by their dues-paying members.

Only those boards and commissions whose members are appointed from the general public and are currently active are included in this booklet.

We have tried to be as comprehensive as possible but do not claim to have identified all of the boards and commissions that operate within the City and County of San Francisco.

## MAYORAL APPOINTMENTS

Twenty-one city departments are responsible to the Mayor. The Mayor appoints a policy-setting commission for each department. By state law, appointments to the Port, Housing, War Memorial, Parking Authority and Redevelopment commissions must be confirmed by the Board of Supervisors.

The following pages provide information on the twenty-one city department commissions and three others for which the Mayor has appointive power.



**Title:** Commission on the Aging  
**Address:** 1095 Market Street, 7th floor  
 San Francisco, CA 94103  
 Phone: 558-2126  
**Meetings:** 1st Wednesday of the month, 9:30 a.m.  
 Main Library, Lurie Room  
**Membership:** 13 members: 2 appointed by the mayor, 11 appointed by the Mayor  
 upon recommendation of each of the 11 members of the Board of  
 Supervisors. Must be 55 years of age or older.  
**Compensation:** \$20.00 per month.  
**Function:** To develop broad policy goals to deal with the problems of the aged and  
 aging. To coordinate existing senior citizen services. To plan for the  
 utilization of federal funds and generate additional funds to provide a  
 comprehensive range of services.  
**Other info:** Also has a 22 member (11 members and 11 alternate members)  
 Commission on Aging Advisory Council. Each member is appointed by  
 the Board of Supervisors and is responsible for organizing and chairing a  
 Council within her/his district.  
 Has a 6 member Technical Advisory Council. Members appointed by  
 various city departments (e.g., Housing Authority, Public Health, etc.)

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**Title:** Airport Commission\*  
**Address:** S.F. International Airport, Central Terminal  
 San Francisco, CA 94128  
 Phone: 876-2231  
**Meetings:** 1st and 3rd Tuesdays, 2:30 p.m.  
 Room 282, City Hall  
**Membership:** 5 members appointed by the Mayor.  
**Compensation:** \$100 per month.  
**Function:** To manage and control the operations of the San Francisco International  
 Airport and all other airport properties which may be placed under its  
 control.

\*see League of Women Voters booklet for additional information about all asterisked entries.



- Title: Art Commission\*
- Address: 165 Grove Street  
San Francisco, CA 94102  
Phone: 558-3464
- Meetings: 1st Monday, 3:00 p.m.  
Commission Room, 3rd floor  
Main Branch Public Library
- Membership: 17 members: 12 appointed by the Mayor and 5 ex-officio members.  
Members appointed by the Mayor include: an artist-sculptor, an artist-painter, a musician, a literateur, 2 architects, a landscape architect, a dance-professional, a theater-professional and 3 lay members. Ex-officio members include the Mayor and chairs of the following commissions: Public Library, Recreation and Park, City Planning and Fine Arts Museums.
- Compensation: None.
- Function: To approve design of all public buildings and structures.  
To approve design and location of all works of art before they are placed upon city property or approve removal from city property.  
To regulate art programs, supervise and control expenditures for music and the advancement of the arts.  
To license street artists.  
To serve as art consultant to the redevelopment agency.
- Other info: Has a variety of committees and operates a number of community cultural programs.

Title: City Planning Commission\*

Address: 100 Larkin Street  
San Francisco, CA 94102  
Phone: 558-4656

Meetings: Every Thursday, 1:00 or 1:30 p.m.  
Room 282, City Hall

Membership: 5 members appointed by the Mayor. Includes 2 ex-officio members:  
Chief Administrative officer and manager of Public Utilities or their  
alternates.

Compensation: \$15 per meeting attended.

Function: To develop, maintain and regularly review a Master Plan; set  
development policy, implement and insure execution of plan.  
To annually review the capital improvement plans of all city  
departments. Report to the Capital Improvement Advisory Committee  
recommending priority ratings and determining if proposed projects  
conform to the Master Plan.  
To review all projects to determine the environmental impact on the  
community.

Other info: Has four standing committees. Has a civil service staff of 55.

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Title: Civil Service Commission\*

Address: City Hall, #151  
San Francisco, CA 94102  
Phone: 558-5524

Meetings: 1st and 3rd Mondays at 2:00 p.m.  
Room 282, City Hall

Membership: 5 members, one of whom must be a woman, appointed by the Mayor.

Compensation: \$100 a month.

Function: To provide qualified city employees whose hiring is based solely on  
merit and fitness for the job as determined by appropriate  
examinations.  
To hear appeals and render decisions on matters concerning employees  
such as terminations, dismissals and examination protests.

**Title:** Economic Development Advisory Council

**Address:** 552 McAllister  
San Francisco, CA  
Phone: 558-3229

**Meetings:** Not on a regular basis -- 4 times during 1978  
in the Mayor's Office or the Museum of Modern Art Office

**Membership:** 55 members all appointed by the Mayor, chosen from the private sector  
to represent community development groups, merchants, corporations  
and banks.

**Compensation:** None.

**Function:** To act as a liaison between the Mayor's Office and the private sector.  
To implement projects of the Planning Commission such as Central  
Waterfront, Downtown Retail Center, Mission District Revitalization.

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**Title:** Mayor's Criminal Justice Council

**Address:** City Hall, #519  
San Francisco, CA 94102  
Phone: 431-9614

**Meetings:** 3rd Thursday of each month, 12 noon

**Membership:** 29 members  
15 mandated by law to serve ex-officio (e.g. 5 Supervisors, police chief,  
public defender, district attorney, etc.) 14 appointed by the Mayor,  
which may include:  
    member of a youth service agency  
    member of adult offender service agency  
    member of agency involved in criminal prevention.

**Compensation:** None.

**Function:** To act as policy board for AB 90 (State Criminal Justice Money).  
To administer Law Enforcement Assistance Administration (LEAA)  
monies.  
To maintain a certain commitment level to state prisons and California  
Youth Authority.  
To develop and fund programs dealing with criminal justice.

Title: Fire Commission\*

Address: 260 Golden Gate Avenue  
San Francisco, CA 94102  
Phone: 861-8000

Meetings: 2nd and 4th Wednesday, 9:00 a.m.  
260 Golden Gate Avenue

Membership: 5 members, at least one woman, appointed by the Mayor.

Compensation: \$1200 per year.

Function: To manage the Fire Department. The Commission has final responsibility for the proper administration of the Department and has the authority to prescribe rules and regulations governing all business and personnel affairs.

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Title: Health Service System Board\*

Address: 450 McAllister Street  
San Francisco, CA 94102  
Phone: 558-3701

Meetings: 2nd Tuesday, 4:00 p.m.  
450 McAllister Street

Membership: 7 members: 2 members appointed by the Mayor (one insurance company official and one medical doctor); 3 members elected from the membership of the system; and 2 ex-officio members (Chair of Finance Committee of the Board of Supervisors and the City Attorney or an assistant).

Compensation: None.

Function: To provide medical and hospital care to all city employees who are active and retired members of the Retirement System and to their spouses and dependents; responsible for using funds to contract for services.

**Title:** Housing Authority\*

**Address:** 440 Turk Street  
San Francisco, CA 94102  
Phone: 673-5800

**Meetings:** 2nd and 4th Thursday, 10:00 a.m.  
440 Turk Street

**Membership:** 7 members, one a tenant in a family unit and one a tenant in an elderly unit, appointed by the Mayor and subject to confirmation by the Board of Supervisors.

**Compensation:** \$25 per meeting.

**Function:** To set policy for the Housing Authority which constructs, owns and manages low rent housing projects financed by private bonds, incomes from rents and federal subsidies.

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**Title:** Human Rights Commission\*

**Address:** 1095 Market Street, #501  
San Francisco, CA  
Phone: 558-4901

**Meetings:** 2nd and 4th Thursday, 9:15 a.m. (subject to change)  
Commission Room, 3rd floor  
Main Branch Public Library

**Membership:** 15 members appointed by the Mayor. Members are to be broadly representative of employer, labor, religious, racial and ethnic groups. A 1974 amendment adds representation based on age, sex, sexual preference and physical disability.

**Compensation:** \$15 per meeting attended; limit \$40 per month.

**Function:** To enforce the declared City policy of protecting the rights of every inhabitant to equal economic, political and educational opportunity; equal accommodations in all business establishments; equal service and protection by public agencies.  
To study, investigate, mediate and hold public hearings on communitywide problems which may result in inter-group tensions or discrimination.

**Other info:** Has seven standing committees.

Title: Parking Authority\*

Address: 450 McAllister Street  
San Francisco, CA  
Phone: 558-3651

Meetings: 3rd Thursday, 1:30 p.m.  
450 McAllister Street, #603

Membership: 5 members appointed by the Mayor and approved by the Board of Supervisors.

Compensation: \$10 per meeting plus necessary expenses.

Function: To relieve traffic congestion by providing off-street parking for public use. Facilities include large garages, downtown and neighborhood surface lots. To approve the purchase and lease on property inside or outside of the City and to obtain options on such property.

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Title: Board of Permit Appeals\*

Address: City Hall, #154A  
San Francisco, CA 94102  
Phone: 558-4421

Meetings: Every Wednesday, 4:00 p.m.  
Room 282, City Hall

Membership: 5 members appointed by the Mayor.

Compensation: \$15 per meeting attended.

Function: To hear and decide appeals regarding licenses and permits issued, revoked or denied by any city department including that of zoning regulations.

Title: Police Commission\*

Address: 850 Bryant Street  
San Francisco, CA 94103  
Phone: 553-1667

Meetings: Every Wednesday, 5:30 p.m.  
850 Bryant Street

Membership: 5 members, one of whom must be a woman, appointed by the Mayor.

Compensation: \$1200 per year.

Function: To manage the Police Department.

---

Title: Public Library Commission\*

Address: Main Library, Civic Center  
San Francisco, CA 94102  
Phone: 558-3031

Meetings: 1st Tuesday, 7:30 p.m.  
Commission Room, 3rd floor  
Main Library

Membership: 7 members appointed by the Mayor.

Compensation: None.

Function: To manage the San Francisco Public Library System.

Title: Public Utilities Commission\*

Address: City Hall, #287  
San Francisco, CA 94102  
Phone: 558-4986

Meetings: Every 2nd and 4th Tuesday, 2:30 p.m.  
Room 282, City Hall

Membership: 5 members appointed by the Mayor.

Compensation: \$100 per month.

Function: To manage and operate all public utilities including electricity, water and transportation and properties used by the city for supplying utility services to inhabitants inside or outside county limits.

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Title: Recreation and Park Commission\*

Address: McLaren Lodge  
Golden Gate Park  
San Francisco, CA 94117  
Phone: 558-4773

Meetings: 2nd Thursday, 2:00 p.m.  
McLaren Lodge, Golden Gate Park

Membership: 7 members appointed by the Mayor, at least 2 of whom must be women.

Compensation: None.

Function: To manage the Recreation and Park properties and facilities of San Francisco. To foster a public recreation program.

Other info: Has a number of committees.



**Title:** Redevelopment Agency\*

**Address:** 939 Ellis Street  
San Francisco, CA 94109  
Phone: 771-8800

**Meetings:** Every Tuesday, 4:00 p.m.  
939 Ellis Street, 7th floor

**Membership:** 7 members appointed by the Mayor, one of whom must be a woman.  
Appointment is subject to confirmation by the Board of Supervisors.

**Compensation:** Necessary expenses and up to \$25 per meeting for not more than 4 meetings per month.

**Function:** To develop a Redevelopment Plan, subject to public hearings and approval by the Board of Supervisors, for an area designated by local officials.  
To renew such areas by purchasing substandard properties; rehabilitate the structures or clear the land; and select developers to achieve construction of facilities in accordance with the Plan.

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**Title:** Relocation Appeals Board

**Address:** 450 McAllister, #303  
San Francisco, CA 94102  
Phone: 558-2247

**Meetings:** 3rd Tuesday of each month, 9 a.m.

**Membership:** 5 members, appointed by Mayor and approved by Board of Supervisors.  
1 member for a 1-year term  
2 members for 2-year terms  
2 members for 3-year terms.

**Compensation:** Reimbursed for out-of-pocket expenses.

**Function:** To study, investigate and hold hearings on the relocation process and the complaints of persons dissatisfied with their compensation and/or treatment.

Title: Retirement System Board\*

Address: 770 Golden Gate Avenue  
San Francisco, CA 94102  
Phone: 558-3991

Meetings: 1st and 3rd Wednesday, 10 a.m.  
770 Golden Gate Avenue

Membership: 6 members and President of the Board of Supervisors, ex-officio.  
3 members are appointed by the Mayor and 3 members are elected by  
the active members of the retirement system, not retired persons.

Compensation: None.

Function: To administer the city employees' pension fund and rule on all claims  
for benefits.

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Title: San Francisco Port Commission\*

Address: Ferry Building  
San Francisco, CA 94111  
Phone: 391-8000

Meetings: 2nd and 4th Wednesday, 10:00 a.m.  
Ferry Building, Room 283

Membership: 5 members appointed by the Mayor and confirmed by the Board of  
Supervisors.

Compensation: \$1,200 per year plus expenses.

Function: To improve, operate and conduct the harbor business to further the  
interest of the Port in world trade. Includes controlling and managing  
all real and personal property, granting franchises and leases,  
constructing, repairing and operating all Port buildings and facilities.

**Title:** Social Services Commission\*

**Address:** 170 Otis Street  
San Francisco, CA 94103  
Phone: 558-4018

**Mailing Address:** P. O. Box 7988  
San Francisco, CA 94120

**Meetings:** 4th Thursday, 9:30 a.m.  
170 Otis Street, Ronald Born Auditorium

**Membership:** 5 members appointed by the Mayor. No person eligible while holding a salaried public office, position or employment.

**Compensation:** None.

**Function:** To provide financial, medical and social services to all eligible persons in San Francisco. To determine policy and supervise. To appoint a Director as General Manager who is responsible for the enforcement of the rules and regulations and administration of the department.

---

**Title:** Commission on the Status of Women

**Address:** 1095 Market Street, #505  
San Francisco, CA 94103  
Phone: 558-3633

**Meetings:** 2nd and 4th Tuesdays, 4:00 p.m.  
Room 300, 101 Grove Street (Public Health Building)

**Membership:** 11 members appointed by the Mayor.

**Compensation:** \$20.00 per meeting attended.

**Function:** To investigate the actual status of women, to explore the potentials, goals, directions, needs and rights of women, to prepare and disseminate educational and informational material. To cooperate with and make recommendations to: Civil Service Commission, Community College District, law enforcement agencies and other agencies, boards, commissions and city officials.

Title: War Memorial Board of Trustees\*

Address: War Memorial of San Francisco  
Veterans Building, #110  
San Francisco, CA 94102  
Phone: 621-6600

Meetings: 2nd Thursday, 2:00 p.m.  
Opera House, 4th floor

Membership: 11 members appointed by the Mayor, subject to approval by the Board of Supervisors.

Compensation: None.

Function: To be responsible for the construction, administration and management of the War Memorial complex which consists of the Veterans Building, the Memorial Court and the Opera House. The Board appoints a staff which arranges for all engagements of the facilities.

## APPOINTMENTS MADE BY THE BOARD OF SUPERVISORS

The Board of Supervisors has appointive, nominating or confirmation power for a large number of commissions. Often it has the responsibility to appoint one of its own members to serve on commissions legally requiring Board representation. Many of these commissions are regional in nature (e.g., Bay Conservation and Development Commission) and may or may not have appointed members from the general public. A list of the boards and commissions to which members of the Board of Supervisors are appointed, or serve as ex-officio members, can be obtained from the Clerk of the Board of Supervisors (see information sources).

The following pages provide information on 13 commissions to which members of the public are appointed by the Board of Supervisors.

Title: Assessment Appeals Board

Address: City Hall, #2B  
San Francisco, CA  
Phone: 558-3447

Meetings: Meets every day between October and March.

Membership: 3 members appointed by the Board of Supervisors.

Compensation: \$100 per day.

Function: To establish the lowering of property assessment or alter taxpayers assessments.

---

Title: Advisory Committee on Drug Abuse

Address: San Francisco General Hospital, Ward 15  
Attn: Peter de Stefano  
1001 Potrero  
San Francisco, CA 94110  
Phone: 821-8665

Meetings: 3rd Thursday of every month, 12:30 p.m.  
101 Grove Street

Membership: 17 members appointed by the Board of Supervisors.  
Members are selected on the basis of geographical distribution throughout the city, some to have backgrounds in education and the law.

Compensation: None.

Function: To review and evaluate drug program policy needs and services for the City and County of San Francisco and make recommendations to drug office county coordinator.

**Title:** Alcoholism Advisory Board

**Address:** 333 Hayes Street  
San Francisco, CA 94102  
Phone: 558-2356

**Meetings:** 3rd Wednesday of each month, 4-6 p.m.

**Membership:** 15 members appointed by the Board of Supervisors representing professionals, working with alcoholics or recovered alcoholics and representatives of the community in general.

**Compensation:** None.

**Function:** To advise the Bureau of Alcoholism.  
To administer alcoholism service contracts for the City and County of San Francisco.

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**Title:** Ballot Simplification Committee

**Address:** c/o Registrar of Voters, City Hall  
San Francisco, CA 94102  
Phone: 558-3417

**Meetings:** Between elections, the committee exists in name only.  
It forms and becomes active six weeks before an election.

**Membership:** 6 members appointed for a two year term:

- 1, the City Attorney or her/his designated representative, this member has no vote.
- 2 appointed by the Mayor:
  - 1, a reading specialist recommended by the SF Unified School District
  - 1, a member of the Newspaper Guild.
- 3 appointed by the Board of Supervisors:
  - 1 recommended by the National Academy of Television Arts & Sciences
  - 1 recommended by the California Association of Broadcast Editorial Directors
  - 1 recommended by the League of Women Voters.

**Compensation:** None.

**Function:** To write a non-partisan, impartial, simplified description of all San Francisco ballot measures.  
To explain both the present law and the proposed change(s) as well as what will happen if the law is enacted.

Title: Child Health and Disability Prevention Local Advisory Board

Address: 101 Grove Street, #402  
San Francisco, CA 94102  
Phone: 558-2403

Meetings: 1st Thursday each month, 6:30 p.m. At Childrens Hospital Meeting Room off cafeteria.

Membership: 15 members: each supervisor appoints one and the full board selects other four.

Compensation: Expenses only.

Function: To obtain community input into a program of Health Assessment for children entering first grade. Any child from birth to 21 years is medically eligible.

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Title: Delinquency Prevention Commission

Address: 175 Fell Street #13  
San Francisco, CA 94102  
Phone: 558-2528

Meetings: 3rd Tuesday of every month, 7 p.m. Lurie Room, Public Library or in Room 282, City Hall

Membership: 19 adults and 6 youths appointed by the Board of Supervisors. Commission members should have experience or participation in youth issues and problems.

Compensation: None.

Function: To coordinate on a countywide basis those services to prevent delinquency.  
To administer funded programs which provide youth services.



**Title:** Emergency Medical Care Committee

**Address:** Assistant Director of Hospital Services  
Department of Public Health  
101 Grove Street  
San Francisco, CA 94102  
Phone: 558-5122

**Meetings:** 3rd Tuesday of every month, 10 a.m.  
Department of Public Health, Room 400

**Membership:** 26 members appointed by the Board of Supervisors to represent consumers (any users not actively involved in the direct provision of health care) and providers (those involved in the direct provision of health care).

**Compensation:** None.

**Function:** To advise the Director of Public Health and the Board of Supervisors.  
To deal with issues involving emergency care.  
To bring a systems approach to interface with Marin and San Mateo Counties.

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**Title:** Golden Gate Bridge, Highway and Transportation District

**Address:** P. O. Box 9000  
Presidio Station  
San Francisco, CA 94129

**Meetings:** 2nd and 4th Friday of the month at 10:00 a.m.  
Toll Plaza, Board of Directors Room

**Membership:** 19 members: 8 members are from San Francisco and include 4 members appointed by the Board of Supervisors and 4 members from the Board of Supervisors itself. Remaining members are elected officials and appointed public members from Marin County.

**Compensation:** \$50 per meeting; maximum of \$3600 per year.

**Function:** To administer the Golden Gate Bridge, Highway and Transportation District.

Title: Governing Body of West Bay Health Systems Agency

Address: 215 Market Street, 7th floor  
San Francisco, CA 94105  
Phone: 543-4930

Meetings: 1st Thursday of each month, 7:30 p.m.  
University of San Francisco

Membership: 30 members: 10 members are appointed by the Board of Supervisors, with concurrence of the Mayor, from a certified list of recommendations provided by the West Bay Health System Agency.

Compensation: None.

Function: To develop a regional health care delivery system and to oversee the program.

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Title: Mental Health Advisory Board

Address: 555 Polk Street  
San Francisco, CA 94102

Meetings: 2nd Tuesday each month; no regular established meeting place.

Membership: 17 members: 16 appointed by the Board of Supervisors, plus one appointed by the President of the Board or designated representative. One-half the membership is appointed on the basis of special interest in mental health, one-quarter is appointed because of relationship to people who received mental health services and one-quarter are mental health professionals.

Compensation: None.

Function: To review and evaluate San Francisco's mental health needs, facilities and special problems. To lobby and act as an advocate for mental health programs.

**Title:** Citizens Advisory Committee on Open Space Acquisitions and Park Renovation

**Address:** McLaren Lodge  
Golden Gate Park  
San Francisco, CA 94117  
Phone: 558-3355

**Meetings:** 3-4 public hearings in fall; McLaren Lodge.

**Membership:** 23 people appointed by Board of Supervisors.

**Compensation:** None.

**Function:** To recommend to General Manager of the Department of Parks & Recreation how to allocate expenditures of Open Space Acquisitions Act.

APPOINTMENTS MADE BY THE JUDICIARY, CAO, OR JOINTLY BY  
THE MAYOR AND BOARD OF SUPERVISORS

Judicial appointments: Commissions under the judiciary branch of government provide for citizen input into the judicial process. A legal background is not always required for appointment. Descriptions of two judicially appointed commissions follow.

Shared appointments: There are some commissions whose appointive power is shared by the Mayor and the Board of Supervisors. Two such commissions are listed here.

Chief Administrative Officer (CAO): The CAO supervises nine city departments: Public Health, Agricultural Weights & Measures, Public Works, Finance and Records, Purchasing, Electricity, Real Estate, Coroner and the Employee Relations Division. These departments do not have commissions because, as envisioned by the 1932 City Charter, their primary function is to conduct routine business matters rather than to make policy. The CAO does have appointive or nominating power for a few boards and advisory boards. For instance, the CAO appoints members to the Abatement Appeals Board and nominates members for the Board of Supervisor's appointment to the Electronic Data Processing Priority Committee. Information on the Abatement Appeals Board is included here.

**Title:** Board of Parole Commissioners

**Address:** Hall of Justice  
850 Bryant Street, #701  
San Francisco, CA 94103  
Phone: 558-5949

**Meetings:** 9:00 a.m., San Francisco County Jail #3 - Library, 2nd Monday of the month and San Francisco County Jail #2 - Conference Room, 3rd Monday of the month.

**Membership:** The presiding judge of the Superior Court appoints the public member. The other two members are the Sheriff or Deputy Sheriff and the Chief Probation Officer or the Deputy Probation Officer. The public members' term is for two years. Qualifications are determined by the presiding judge of the Superior Court.

**Compensation:** None.

**Function:** To determine who qualifies for parole.

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**Title:** Juvenile Justice Commission

**Address:** 375 Woodside Avenue  
San Francisco, CA 94127  
Phone: 731-5740

**Meetings:** 1st Thursday of the month, 12:30 p.m.

**Membership:** 15 members appointed for staggered three-year terms by the presiding judge of the criminal court with concurrence of the presiding judge of the juvenile court.

**Compensation:** None.

**Function:** To inquire into the administration of the juvenile court law in the county and inspect the institutions of juvenile detention not less than once a year.

Title: Citizens Advisory Committee on Waste Water

Address: 150 Hayes Street  
San Francisco, CA 94102  
Phone: 431-9430

Meetings: 1st Monday each month, 5:30 p.m.  
Commission Room, Public Library, Main Branch, Civic Center

Membership: 28 members appointed by the Board of Supervisors (4), Mayor (4) and the remainder by designated organizations. Any concerned citizen may be appointed.

Compensation: None.

Function: To advise on the review of all aspects of the Waste Water Management Program.

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Title: Employment and Training Council

Address: 1453 Mission Street  
San Francisco, CA 94103  
Phone: 558-2922

Meetings: Meets approximately once a month; no set time or place.

Membership: 32 members appointed by the Mayor, Board of Supervisors and 10 ex-officio members. The membership is appointed to represent employers, the Chamber of Commerce, the handicapped, labor, the League of Women Voters, youth, veterans and four at-large members.

Compensation: None.

Function: To make policy for the \$54 million CETA program.  
To carry out legislation that Washington has enacted.  
To administer CETA programs.  
To make policy, plan, fund and evaluate San Francisco programs.

**Title:** Abatement Appeals Board

**Address:** 450 McAllister Street, #450  
San Francisco, CA 94102  
Phone: 558-5008

**Meetings:** 4th Monday  
Room 282, City Hall

**Membership:** 5 members appointed by the Chief Administrative Office.

**Compensation:** \$15 per meeting.

**Function:** To hear appeals on housing code matters.

## CHAPTER 4: STATE OF CALIFORNIA BOARDS AND COMMISSIONS

### BASIC INFORMATION SOURCE: THE CENTRAL REGISTRY

During the 1973-74 legislative session, the California Commission on the Status of Women drafted and sponsored a bill (AB 3094 - Maddy) requiring a public listing of openings on all State of California Boards and Commissions. The Commission sponsored that bill believing that public access to such information would lead to an increase in the public's involvement in governmental decision-making especially by women. The Maddy Appointive Registry Act of 1974 became law and resulted in a two-volume reference work entitled "Central Registry of Appointive Offices" listing all state appointed boards and commissions. The Registry is compiled by the Office of the Governor, updated on a monthly basis and is available through every County Clerk's Office in the State. The San Francisco County Clerk's Office is located in Room 317, City Hall.

Volume I of the Central Registry lists over 200 boards and commissions whose members are appointed by the Governor. The listing is alphabetical by subject. Volume II lists the equally numerous boards and commissions whose members are appointed by all other appointing authorities (e.g. the Senate Rules Committee, the Speaker of the Assembly and the President pro tempore of the Senate). Volume II provides an index and lists the boards alphabetically under the office or department which has the appointive power.

The Central Registry is an invaluable resource to anyone who wishes to obtain specific information on a particular board or who wants to identify the commissions which exist within a given area of interest. For each board and commission, the Registry provides information on: who the appointive authority is; what the function of the board is; how many people are appointed; what qualifications are required; the length of the appointive term; the amount of remuneration; who the present members are and when their terms expire.

### USING THE REGISTRY: IDENTIFYING AREAS OF INTEREST

An effective first step in using the Registry is to identify your area of interest. That area may be job related (education, mental health, law, real estate) or it may be related to your concerns (child abuse, housing, unemployment, conservation, consumer affairs, art). If through your present activities you are already acquainted with, or at least have heard of, certain boards and commissions, look them up in the Registry. If you don't know of any boards specifically, pick a few topics and look them up. Find out what exists and decide what interests you the most.

### USING THE REGISTRY: IDENTIFYING YOUR QUALIFICATIONS

In the process of identifying and researching your areas of interest you may also be identifying your qualifications. For some boards with a number of years in a designated profession required, your job may provide the qualifications needed. In other cases the qualifications required may simply be "member of the public." In such a case a commission may seek members from the general public who have an expressed interest in the area of their concern and who have evidence of involvement at the local level. Also, many boards have "slots" reserved for certain groups of people such as parents, low-income, rural, urban, labor, minority groups and the like. Slotting provides a method for ensuring a balance between practitioners and consumers. The Central Registry provides detailed information on the qualifications required for each board and commission.



### TIME COMMITMENT

The Registry does not always include a statement on the number of meetings per board nor an estimation of the amount of time a member would be expected to commit to commission business. Commissions may meet anywhere from once a week to three times a year. Remuneration usually covers expenses or expenses plus a per diem of \$20.00 or more for each meeting day. Since these are state-level boards, meetings are often held in various cities throughout the state and when held may last for two or three days. Membership in some commissions is considered a full-time position and is paid as such. If the Registry does not include sufficient information on remuneration and time commitments, additional information can be obtained by writing to the appropriate appointive office.

### MORE OPPORTUNITIES

The boards and commissions listed in the Central Registry are primarily statutory ones, meaning that they exist because of an enactment of the legislature. There are also non-statutory boards, commissions and advisory groups. These are created and filled by a statutory board or commission which require help of a specific nature. Such groups are asked to perform specific tasks and the group may be dissolved when those tasks are completed.

Volume II of the Central Registry lists some of the non-statutory boards for selected commissions; most are not listed. The existence of such advisory groups is important to remember because they can be used as an alternate route towards participation in the activities of a commission in which you are interested.

### APPLICATION PROCESS

The process of applying for appointment at the state level is similar to the process at the county level. Letters and resumes need to be submitted to the particular office or appointive power as listed in the Central Registry. For information on non-statutory boards, send a written request to the specific commission (e.g. Advisory Commission on Special Education) or to the department in which you are interested (e.g. Department of Health, Criminal Justice, Food and Agriculture). The Office of the Speaker of the House will also answer your questions about what commissions exist in your field of interest and when new openings are expected to occur in them.

### SUPPORT GROUPS

Don't forget your support groups. Start with the advice that you are already familiar with and ask for their advice and endorsement. Contact community groups whose interests are related to those of the commission to which you are applying. Find out how these groups are affected by the decisions (or indecisions) of the particular board or commission. By meeting with these community groups you can increase your knowledge base and develop a list of potential support groups. If your interests are job related, approach your union or the local chapter of your professional association.

State Senators and Assemblypersons are another resource not to be overlooked. State Representative offices frequently receive requests to recommend people for appointment and routinely send recommendations to the Speaker of the House. If such a request comes in an area of one of their "pet interests," they may be particularly receptive towards possible candidates. You do not need to know your representative in order to gain her/his support. Start by doing your research, decide what you want and then

contact the representative's Administrative Aide. Some offices may be very open to you and primarily interested in your qualifications. Other offices may be formal, in which case you may need to know someone who has had contact with them and will approach them on your behalf.

### GAINING EXPERIENCE

Gaining experience at the local level provides a strong foundation for participation at the state level. Local involvement helps you gain expertise - both topic-oriented and process-oriented. It can also give you contacts and an entry into an information network. However, if you don't have much, if any, local experience, don't let that stop you from aiming high! Write to the appointive offices and submit your name for consideration. Ask for information and express an interest in the activities of one or more boards or commissions. People with no previous experience in community groups do get appointed. Start the process now and in the meantime get involved locally. Work in volunteer groups, issue-oriented groups, political campaigns, and local boards, commissions, advisory groups and sub-committees all contribute to the building of a "background."

### CALIFORNIA STATE BOARDS AND COMMISSIONS: CENTRAL REGISTRY EXAMPLES

To illustrate the type of information contained in the Central Registry of Appointive Offices, descriptions of two commissions as listed in the Central Registry are presented on the following pages. Finally, a selected listing of boards and commissions for the State of California is presented. This listing illustrates the wide range of topics and concerns that are addressed by state-level boards and commissions.

Title:	<u>Advisory Committee on Emergency Medical Services</u>
Function:	The Committee advises on communication, medical equipment, training, personnel, facilities and subjects relating to emergency medical services.
Membership:	17 members: 13 appointed by the Governor, 1 appointed by the Senate Rules Committee, 1 appointed by the Speaker of the Assembly, and 2 ex-officio members.
Representation:	The 13 members appointed by the Governor shall include: <ul style="list-style-type: none"> <li>1 - representative of the Department of Health who shall act as Chairperson</li> <li>1 - paramedic</li> <li>1 - representative of a private ambulance company</li> <li>1 - hospital administrator</li> <li>3 - physicians</li> <li>1 - representative of a public emergency medical service agency</li> <li>2 - public members, one of whom must be active in community efforts to improve emergency medical services</li> <li>1 - representative from the California Highway Patrol</li> <li>1 - County health officer</li> <li>1 - registered nurse or licensed vocational nurse.</li> </ul>
Authority:	The Committee is under the Department of Health.
Term:	Pleasure of the appointive authority.
Remuneration:	Travel expenses plus per diem.

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Title:	<u>Advisory Commission on Special Education</u>
Function:	The Commission serves as an advisory body to the State Board of Education in matters relating to Special Education. It also serves as a liaison between the community and the School Board in that the public has access to the committee and the committee welcomes relevant input.
Membership:	14 members: 9 appointed by the State Board of Education, <u>1 each</u> appointed by the Speaker of the Assembly, Senate Education Committee and the Governor. 2 ex-officio members (1 Senator and 1 Assemblyperson).
Representation:	All members are closely associated with the field of special education either as professionals or as volunteers and/or members of special education associated organizations.
Authority:	The Commission is under the State Board of Education.
Term:	Three years except for those appointed by the Governor, Assembly and Senate, who serve at the pleasure of the appointing body.
Remuneration:	Travel expenses plus per diem.

Table 1: Selected Listing of Boards and Commissions  
for the State of California

California Commission on Aging
California Arts Commission
Child Abuse, State Advisory Committee
Child Health Board
Consumers, Advisory Council
Developmental Disabilities, Planning and Advisory Council
Educational, Equal Opportunities Commission
Heritage Commission, California
Horse Drugging, Advisory Committee
Job Creation Program Board
Motion Picture Development Council
Apprenticeship Council of California
California Coastal Zone Regional Commissions
California Manpower Services Council
Emergency Medical Services, Advisory Committee
Bureau of Automotive Repair, Advisory Board
San Francisco Bay, Conservation and Development Commission
State Reclamation Board
Structural Pest Control Board
Commission for Teacher Preparation and Licensing, California
State Air Resources Board
Behavioral Science Examiner's, Board of
Education, Equal Opportunities Commission for
Commission on California State Government Organization and Economy
State Social Benefits and Services Advisory Board
California Health Facilities Commission

## CHAPTER 5: FEDERAL APPOINTMENTS

Appointments to federal positions, like appointments to large corporate boards of directors, are hard for women to come by, especially fulltime salaried positions.

However, if obtaining a federal appointment to a commission or salaried position is important to you, there are steps you can take to better your chances for success significantly.

The information and suggestions that follow were taken from interviews in San Francisco, New York and Washington, D.C. with women who hold or have held federal appointments and from women and men in Washington who are involved in the appointments process.

### EXPERTISE

A number of women we spoke with emphasized variations of "It's important to have a specific area of expertise and be very accomplished in that," and "There's no substitute for substantive experience."

### YOUR POLITICS AND AFFILIATIONS COUNT

The most important consideration is that federal appointments are political, i.e., the party winning the presidency controls the appointments, giving most to loyal party supporters. The exceptions generally are for "slotted positions" reserved for the party not currently in power and for positions where special requirements are deemed more important than party affiliation - e.g., an advisory board to the Department of Transportation which is looking for a Hispanic female attorney from California with expertise in traffic safety.

A related concern is that appointments often tend to go to people who represent constituencies, rather than to unaffiliated individuals, because constituencies mean numbers, more power and impact.

### ZEROING IN ON A SPECIFIC APPOINTMENT

Because the federal government is so vast, one of the major tasks will be to ascertain exactly what positions you want and qualify for and then research them.

Three valuable information sources published by the United States Government are:

1. United States Government Policy and Supporting Positions lists all appointive positions in the Executive Branch i.e., appointments which are made by the President, Vice President and Cabinet members. The job title, the name of the incumbent and the expiration date of her/his term, the length of term, the type of appointment e.g., Presidential, Presidential appointment by and with the advice and consent of the Senate, positions excepted from Office of Personnel Management rules and regulations; the location of the job and the grade or salary. Jobs may be fulltime paid positions, paid on a per diem or hourly basis or without compensation.

This book, popularly known as the "Plum Book" because it lists political plums, is most useful at the beginning of a new administration because it enables you to find out quickly what vacancies exist.

2. United States Government Manual is an encyclopedic volume which provides information about the judicial, legislative and executive branches of government, with its agency index offering access to reliable preliminary research on positions of interest. The manual provides information about appointments made by the President, Vice President and Cabinet officers. Further information about agencies, boards, committees, commissions, centers, councils, panels, study groups, task forces, quasi-official agencies and international organizations is also listed. Material about each agency's authority, when and why it was organized and to whom and where to write for information is included.

Both books may be found at many San Francisco libraries or can be purchased as paperbacks from the bookstore at the Federal Building, 450 Golden Gate Avenue, San Francisco, CA 94102.

3. Federal Advisory Committees: Seventh Annual Report of the President provides the most up-to-date listing on new and old advisory committees. A copy may be examined in the Science and Government Documents Department of the main branch of the San Francisco Public Library.

### THE ACTUAL CAMPAIGN

After you have completed your research, identified a position you are interested in and contacted the relevant office to determine that it is available, you are ready to initiate a campaign similar to that outlined for obtaining a local or state appointment.

This includes writing a resume geared to the specific position and accompanying it with a brief but strong cover letter explaining your interest in the appointment and your experience. Send these to the appropriate contact person for that office, department or agency, addressing her/him by name as well as title. (The person's name may generally be found in the most current issue of the Congressional Staff Directory which may be obtained at most major libraries or by contacting the agency.) Establishing rapport with that contact person first, either by telephone or in person, can facilitate the process.

You may receive additional assistance by working through the office of the President's Special Assistant responsible for women's issues which in recent administrations has tried to aid women in getting appointments. Contact her at the White House, Washington, D.C. 20500, 202/456-1414.

You may also want to contact the Coalition for Women's Appointments for further information about upcoming positions and to enlist its support for fulltime positions. The Coalition is a consortium of women's organizations which can be reached at the National Women's Political Caucus, 1411 K Street N.W., Washington, D.C. 20005, 202/347-4456. Reading their files or attending one of their monthly meetings can be very useful.

Good working relations with your senators and representative, as well as their local and Washington, D.C. staff members, can also be helpful. Many senators and representatives have staff members working on appointments who can give you advice and keep you informed about appropriate vacancies as they occur.

Finally, as with all other campaigns, you will need strong letters of support from local politicians, your senators, representative, professional associations and/or constituent organizations. The quality of the support, however, is more important than the quantity of letters.



Once your application is in, stay in touch with your contact person. "Be graciously tenacious, not pushy," a woman associated with White House personnel said, "because too much pushing can hurt you." "Also, she advised, "don't get discouraged easily."

### NETWORKING

Because the majority of federal appointments are made on the basis of contacts, getting your name "out there" is extremely important. Virtually everyone interviewed in Washington underscored the crucial value of networking. In fact, the word "networking" was used at least once a minute by several persons.

The ideal network would include political contacts, especially with politicians who owe you favors, leaders in government and business, one or more natural constituencies and high-level contacts in professional associations, especially those headquartered in Washington. A letter of recommendation from the Executive Director of your professional association could prove quite helpful in an appointment.

Another particularly valuable network to plug into if you want a fulltime paid appointment is the Washington Women's Network which will add you to their mailing list for a fee of \$25.00 per year. Contact: National Women's Education Fund, 1410 Q Street N.W., Washington, D.C. 20009, 202/462-8606. Its membership includes a number of women in high appointive positions, virtually all of whom have their ears to the ground regarding prospective positions in various agencies. Personal contact with women in this group could prove useful; the optimal method would be to spend several weeks in Washington networking among them.

In addition to these contacts with women, if you want to really advance your career, you must also network with well-placed men.

### THE MULTIPLE LIST THEORY

A large and well-connected network is important because opinion leaders are asked to recommend people for appointments and those appointments tend to go to people whose names appear on more than one organizational list.

The President of Hunter College in New York City, formerly an Assistant Secretary at the Department of Housing and Urban Development (HUD) says, "I'm a great believer in the multiple list theory. Juanita Kreps and Patricia Harris were on the foundation, corporate, nonprofit and education lists; also, Harris was on the Black list and Kreps was on the Southern list. That's how they got to be cabinet officers. The number of lists you get on is very important."

She believes the multiple list theory holds true for parttime advisory committees, for cabinet appointments and for positions in between. Accordingly, she makes a point of recommending only women and minorities for appointments - and urges other women to do the same.

### LONG-RANGE STRATEGIES

There are a number of long-range strategies you can adopt in working toward a federal appointment or in moving from a parttime advisory position to a fulltime appointment. Suggestions include:

1. Develop a specific area of expertise and become well known for it. Most people advance in their careers by developing expertise and then moving on to more general appointments and assignments. It's hard to start as a generalist and then to specialize, although a lot of women want to do it that way.
2. Acquire a graduate or law degree which can often be useful in obtaining certain appointments. This is especially true of paid fulltime positions although this will depend to some extent on the position and the appointing authority.
3. Establish a track record in local affairs by means of volunteer and community experience and describe this on your resume as you would a paid job.
4. Get appointed to local and/or state commissions.
5. Work on political campaigns, preferably successful ones where the candidate is still in office and can support your appointment. (Make sure, however, that your supporter and the appointing authority are not political enemies!)
6. Serve only on task forces and advisory committees in your area of expertise. "Unfortunately, panels are full of women with general skills, but no one remembers them because they have no expertise," one Assistant Secretary reluctantly concedes. She emphasizes service on short-term task forces as a way to make substantive contributions and gain visibility.
7. Start early. Before a commission member is to be appointed, get to know friends of whomever is making the appointment.
8. Create a new advisory commission. As previously mentioned, competition for commission appointments can be extremely stiff, even for unpaid positions. One way to get around that problem is to take a leading role in creating a new advisory commission by persuading the appropriate individuals of the clear need for such a commission or task force. This action almost assures you of an appointment.
9. Serve on an advisory commission to a specific agency if you are aiming ultimately toward a paid appointment with that agency. This will enable you to make high-level contacts within the agency and to demonstrate your abilities and expertise.
10. Take a job as an assistant to a person who is visible and has better connections than you. Finding male mentors is very important. Advised a woman government official, "It's usually hard to lateral in at a high level. So find a job as someone's assistant and work your way up. And, plan on moving: leave jobs when you still like them." She adds, "I hire only my peers and later kick them out and find them better jobs."
11. Pick the winning presidential candidate early. The optimal strategy reported by many Washingtonians is to campaign actively for a presidential candidate from the early primaries through the nomination and election. Many people in this category receive senior-level appointments. Of course, you have to pick correctly for this strategy to work!
12. Be in the right place at the right time.



### ADDITIONAL INFORMATION

To prepare yourself further, both substantively and politically, and to plug into the network with its all-important grapevine you can:

1. Get on the mailing list for the White House News on Women, published by the office of the President's Special Assistant on women's issues; the White House, Washington, D.C. 20500, 202/456-1414.
2. Join the National Women's Political Caucus, both locally and nationally, and read its quarterly newsletter which includes information about the Coalition for Women's Appointments.
3. Subscribe to the Washington Women's Representative, a monthly newsletter with outstanding coverage of legislation and women's issues: 854 National Press Building, Washington, D.C. 20045, 202/347-3353.
4. Subscribe to the Washington Post which provides complete information on national politics and government.
5. Go to the library and read the National Journal and Congressional Quarterly for even more comprehensive information on government.
6. Read Ms. and other feminist magazines regularly.

### FINALLY

If you are interested in a fulltime salaried federal appointment, contact the Federal Job Placement Center and the Office of Personnel Management (formerly the Civil Service Commission) for information. You will need to delineate your previous job experience on Standard Form 171 supplied by the Office of Personnel Managment. Both offices are located at 450 Golden Gate Avenue, San Francisco, CA 94102.

## CHAPTER 6: CORPORATE BOARDS

Corporate boards of directors remain one of the last bastions of near-total male dominance. Of Fortune Magazine's listing of the top 1,300 companies, only 30 have a woman director and only twenty-seven have more than one woman director.

The sole woman on a corporate board can have a rather lonely experience. Often she is working with top male executives who may have long time close personal and/or professional interrelationships and be considerably older than she. Both factors can easily cause her to feel appreciably less experienced in business than they.

One woman director explained, "If you're selected to be on a board, you really have to be able to hold your own. On the small board I'm on, it's taken me at least six months to analyze the board process, identify problems and major players and feel comfortable enough to contribute effectively. Unless you want to be 'the token woman' who's not expected to contribute much, you really need to do your homework."

This director and several others alluded to the responsibility they feel to other women. One said, "As a 'woman pioneer,' on some level I feel I must continually demonstrate my financial and managerial acumen on behalf of other women who might some day be in a position to join me in the board rooms, depending on the impression I make in the upper echelons of the 'old boy network.' That's a tremendous responsibility.

#### RECENT RESEARCH ON WOMEN DIRECTORS

In early 1978 the Financial Women's Association of New York (FWA), an association of over 300 women who hold responsible positions in finance and related fields, analyzed the number of women directors on the Fortune 1,300 boards by industry type, size and location.

Portions of its report follows:

The study essentially compares two lists: The Fortune list of the 1,000 largest industrial corporations and the 50 largest corporations in six special groups - commercial banking, life insurance, diversified financial, retailing, transportation and utilities - with a list of women directors maintained by the Catalyst organization.

At the end of 1978 there were among the companies of this Fortune 1,300 list 330, or 25%, with one or more women directors. These 330 board seats were held by 268 women, eight of whom served on five boards each. The following table shows the frequency of service of women on Fortune 1,300 corporate boards:

Number of women serving on

1 board	211
2 boards	31
3 boards	12
4 boards	6
5 boards	8
	<u>268</u>

Among the eight women serving on five corporate boards each, four had previously held such high government positions as cabinet member, ambassador and congresswoman. Four are from and remain in the corporate sector. They hold upper management

positions ranging from vice president of one of the Fortune 500 companies to president of a major bank.

In examining the characteristics of companies with and without women directors we found a strong relationship between company size, industry and geographical location and the likelihood of a company having one or more women directors.

All of the top ten Fortune industrial companies have a woman director. Of the top 100 industrial companies, 48% have a woman director. But as size declines so does the percentage of companies having women directors, as the following table illustrates:

<u>Fortune 1,000 Industrials - Sales Rank</u>	<u>Percent of Companies with Women Directors</u>
001 - 100	48%
101 - 200	31
201 - 300	26
301 - 400	17
401 - 500	16
501 - 600	14
601 - 700	11
701 - 800	13
801 - 900	12
901 - 1000	9

Within the group of the top 100 industrial companies, those companies without a woman director tend to be in what would be characterized as heavy industry and to be headquartered outside of the New York City area.

An examination of companies with and without women directors by industry category finds, as might be expected, that the soap and cosmetics group has the highest percentage of companies with a woman director, 69%. The category of broadcasting, motion picture production and distribution ranks second with 67%. Two special industry groups, banking and utilities, share third spot with 54% of these companies having one or more women directors. At the bottom of this list are two large industry groups: industrial and farm equipment and mining, crude oil production with 4% and 3% respectively of the companies having women directors. Among two small industry categories - leather, jewelry and silverware - there appear to be no companies with women directors on the Fortune 1,300 list.

There is also an interesting relationship between geographical locations and the percentage of companies having a woman director. However, the correlations would appear to be largely related to company size and industry rather than location per se. Analyzed on a state by state basis, Idaho and New Mexico with two and one Fortune 1,300 companies headquartered there respectively top the list; 100% of these three companies have women directors. In Delaware, where seven of the Fortune 1,300 corporations are headquartered, five or 71% of the companies have women directors.

Among the states which serve as headquarters for 30 or more of the Fortune 1,300 companies, New York ranks highest in terms of the percentage of companies with women directors, 37%. (New York also serves as headquarters for 25% of the top 100 industrial companies.) California ranks second with 35% of its companies having women directors. In contrast, in Texas, the headquarters state for many petroleum and industrial equipment companies, 16% of the companies have women directors. Ohio ranks at the bottom of this group with 9% of its companies having women directors.

In addition, there are eleven states serving as headquarters for 47 companies where none has a woman director.

<u>Industry</u>	<u>Percent of Companies With Women Directors</u>
Soaps, Cosmetics	69%
Broadcasting, Motion Picture Production & Distribution	67
Commercial Banking	54
Utilities	54
Pharmaceuticals	52
Retailing	50
Tobacco	50
Musical Instruments, Toys, Sporting Goods	39
Life Insurance Companies	36
Diversified Financials	34
Food	32
Apparel	29
Office Equipment (Includes Computers)	29
Furniture	27
Publishing, Printing	27
Motor Vehicles	24
Petroleum	24
Paper, Fiber Wood Products	23
Shipbuilding, Railroad, Transportation Equipment	22
Transportation	19
Aerospace	19
Textiles, Vinyl Flooring	18
Beverages	17
Chemicals	15
Glass, Concrete, Abrasives, Gypsum	15
Electronics, Appliances	14
Metal Products	12
Measuring, Scientific, Photographic Equipment	12
Metal Manufacturing	5
Rubber, Plastic Products	5
Industrial & Farm Equipment	4
Mining, Crude Oil Production	3
Leather	0
Jewelry, Silverware	0

#### WHY THERE ARE SO FEW WOMEN DIRECTORS

Membership on the board of a typical medium or large corporation tends to be comprised of seven "inside directors" who are senior executives of that corporation and eight "outside directors" who are members of the company president's peer group.

A Harvard professor of Business Administration who has studied corporate boards for some thirty years explained in a report that corporate boards tend to be comprised of "an impressive list of prestigious names of prestigious companies, investment banking firms, commercial banks, law firms and academic institutions." Most of the board presidents he interviewed for his survey stated that "among the qualifications of candidates to serve as outside directors, position and title as leaders in their field were essential."

As one board president responded: "No one can be an outside director for our company who is not the top person in his organization...You can't downgrade the prestige of our board membership by inviting, say, a promising vice president to serve as a board member."

With this attitude so prevalent, and with women only slowly winning top management positions, it is not surprising that few women have managed to make their way into the board room.

### WHAT DIRECTORS DO

While popular mythology maintains that directors "manage" a company and establish its basic objectives, strategies and board policies, the Harvard study concluded that these responsibilities more frequently tend to be functions of the firm's senior executives, although the board may rubber-stamp their actions.

The Harvard research considered the three most important functions actually performed by a board of directors to be:

- 1) providing advice and counsel to management;
- 2) providing some discipline for the corporation, including that of acting as its "corporate conscience;" and
- 3) acting in crisis situations, such as the death or disability of the president, or asking for the president's resignation in the face of serious mismanagement.

Typically, a director would be expected to serve on board committees, e.g., executive, audit, compensation, finance, public policy, nominating, ethics and to attend general meetings of the board. Board meetings are usually held monthly, bimonthly or quarterly and last from one to two-and-a-half hours. Preparation time, attendance and travel time, however, might take as much as two days.

According to the Harvard study, a typical board agenda might include:

- 1) a review of operations for the last month or quarter;
- 2) approval of actions taken by the executive committee since the last meeting;
- 3) capital appropriations requiring board approval;
- 4) one or more of the following: consideration of a refinancing plan, liquidation of obsolete or surplus plants, dividend action, consideration of an acquisition proposed by management, company's positions and risk of devaluation abroad or a report of research and development programs and products.

### PROS AND CONS OF BEING AN OUTSIDE DIRECTOR

For services rendered, an outside director on the board of a large corporation could receive a per diem fee of \$100 to \$500 or more, out-of-pocket expenses and an annual retainer, usually in the range of \$6,000 to \$15,000 or even higher. A smaller corporation would generally pay appreciably less.

For a "professional director," often drawn from the ranks of retired chief executive officers, who serves on a number of boards, these payments can provide a fairly substantial source of income.

However, there are distinct liabilities to being a corporate director. Fortune magazine recently noted that corporate directors "are almost routinely getting bruised these days" by unions, the Securities and Exchange Commission, environmentalists, and consumer groups," pointing out that "critics exhort directors to attend not to the interest of the shareholders alone but also to the 'public interest.'" Fortune went on to say that directors "leave themselves open for lawsuits if they can't show they have behaved prudently, which includes demonstrating that they have put quite a bit of time into the job. Companies generally indemnify directors for some losses in a lawsuit and most companies also buy insurance for their directors that will cover awards above indemnification." But, Fortune warns, "there is no protection from the annoyance and harassment of having to hire lawyers and give depositions. Or, from the embarrassment of being accused of neglect of duty, whether the charges are substantiated or not."

Despite the potential liabilities, many managerial women are eager to serve on corporate boards. These women believe that, in addition to increasing their income, board service will enhance their status professionally, enable them to interact with other top decision-makers, gain experience, be useful to the company and demonstrate that they can rise to the challenge.

#### WHAT A CORPORATION LOOKS FOR IN A WOMAN DIRECTOR

Catalyst, a non-profit association in New York City which sponsors a Corporate Board Resource bank of exceptionally qualified women, has developed a profile of the type of women preferred by corporate boards: "We've learned that corporations are most interested in women with particular types of experience. Women with the necessary chief executive officer experience include those who run an operating division of a corporation, head a college, own a business or run a large nonprofit agency. Since no experience as a chief executive officer, or a title lower than other board members is a disadvantage, the tendency still is to choose women from the non-corporate sector."

This same association notes that "strength in economics, with government or international experience, provides an alternate asset. Service on other boards, not necessarily the top 1,300, is a definite plus. A national reputation can be an advantage; however, regional experience and visibility are often equally sought after."

Another important factor identified is "the potential to make a unique contribution to the corporation by means of local political influence, experience in another country where the corporation maintains a division or through involvement with community activities or social issues relevant to business."

Harvard's study identified several additional skills which can be pertinent to specific corporations:

- 1) technological expertise relevant to the company's own business;
- 2) experience as a member of a government administrative office, especially in the case of a business with extensive relationships with agencies of the state and federal government;



- 3) specialized knowledge or expertise in such areas as acquisitions, company pension plans, executive compensation plans, real estate or agriculture.

To actively prepare themselves for directorships, Catalyst advises women to:

- 1) serve on nonprofit or smaller corporate boards;
- 2) appear on panels, give speeches and write articles;
- 3) lead community programs;
- 4) expand their network of contacts beyond their own fields;
- 5) gain broader, CEO-related experience as head of an operating division, company or organization;
- 6) take responsibility for profits;
- 7) view corporate board service as a career objective, providing experience and exposure as well as remuneration and status.

In summarizing the qualifications a woman needs to be chosen a director of a Fortune 1,300 corporation, Catalyst notes, "In reviewing board candidates, corporations consider the following factors in the selection process:

- 1) being known personally by a board member;
- 2) your organization's prestige and your title;
- 3) your stature - how well known nationally, regionally and within your own profession and/or the corporate world;
- 4) your ability to contribute, the quality and extent of potential contribution;
- 5) functional specialties and financial understanding;
- 6) competence;
- 7) familiarity with industry or corporation doing selection;
- 8) previous board experience;
- 9) personal compatibility and ability to function as a team member;
- 10) time availability."

#### HOW DIRECTORS ARE CHOSEN

Officially, a board's nominating committee is responsible for identifying potential board candidates. Contacts play a key role.

One woman director in New York said bluntly, "The nominating committee of a corporation is a living example of the 'old boy club' principle. If you don't manage to break into that network, you can pretty much forget about being a director."

A San Francisco woman serving on a small local board underscored that point. "While it's not considered appropriate to ask to be on a board, you can begin cultivating relationships with board members. I always shoot for the top and try to cultivate the highest person that I can. I have writing relationships with four board chairmen of Fortune 500 companies. You never know if it will lead to anything specific, but it can't hurt!"

To assist in the process of identifying potential women directors, some corporations retain an executive search firm or a resource bank. Many Fortune 1,300 corporations use the New York association of Catalyst's Corporate Board Resource Bank, where for a fee of several thousand dollars, the resumes of a number of highly qualified women can be reviewed.

After you have carefully evaluated your skills and have concluded that your qualifications for a Fortune 1,300 board are impeccable, contact the Catalyst Corporate Board Resource Bank, 14 East 60th Street, New York, New York 10022, 212/759-9700, to determine if you can be listed in their highly selective resource bank.

"Being selected to a corporate board is a combination of luck, timing, skill and strategy," one woman director told us, "and it can take a long time for it to happen, regardless of your qualifications." Catalyst reports that the process of actually identifying and selecting an appropriate woman for a specific position generally takes six months to two years.

### GAME PLANNING FOR A DIRECTORSHIP

If you are strategizing for a directorship at some future date, here are some tips from a San Francisco woman and master planner:

- 1) In addition to cultivating high-level contacts, if you're working toward a corporate directorship, you should strive to make yourself outstanding in your particular field of expertise.
- 2) If you have deficits in business, it's a good idea to take courses to plug up the holes. You don't need an MBA, of course, but it would be useful to take accounting, economics, marketing, finance and systems courses, and probably some personnel, labor relations and international business as well.
- 3) It's a good idea to really make a study of the board or industry you're going after. If you've identified a specific board you'd like to serve on, you should study their annual reports and information held with the Securities and Exchange Commission, study their management, talk to some of the people who work there and study their competition in the industry. If you know their business language, you're leagues ahead of the game.

### SUMMING UP

When asked to summarize her feelings about being a corporate director, this woman says, "It's a major responsibility and not a decision to be taken lightly. But with a good company, the expertise is invaluable for the contacts you make, for what you learn, how much you can grow and what you can contribute."



## BOARD MEMBERS A NEW WAY TO PICK DIRECTORS

*by Donald K. White, Business Editor, San Francisco Chronicle, May 28, 1980.*

Membership on a major corporation's board of directors is still a very prestigious position to hold. One meets a generally intelligent group of people, directors' fees keep going up and the perks get better all the time.

When boards meet away from corporate headquarters, meetings are rarely held in scruffy, backwater areas.

If a company is doing any business at all in Hawaii it becomes mandatory that that company's board hold at least one meeting a year there, preferably in winter, with plenty of time left over for golf and tennis.

But while corporate boards of directors still lead a pleasant, if sometimes demanding life, the cast of characters is beginning to change.

Not all directors today belong to the same socio-economic class. Some of them are even women; others are members of minorities who even now would have difficulties walking in the front door of some country clubs.

The cast of characters is changing because of the way corporate directors are chosen. Until a few years ago the board chairman pretty well controlled the choice of people he wanted to sit around his directors' table.

Most often he chose a male banker or corporate executive who belonged to one of his clubs and could be trusted not to rock the boat at meetings.

Now the board chairman is starting to lose control of the selection process, which could explain the increasing number of women and minority board members.

The election of Douglas Fraser, president of the United Automobile Workers, as a director of Chrysler is more than a case in point. Worker representation on a U.S. board never existed before Fraser went on the Chrysler board.

But normally board chairmen aren't losing their prerogatives because of union influence. They are losing their authority to nominating committees within their own boards.

Nominating committees, functioning independently of the chairman to select new directors, are becoming increasingly influential according to a study by Yale University.

The study, sponsored by Korn/Ferry International, the world's largest executive search firm, says the nominating committee is on its way to being as important a governance function as are the audit and executive committees.

John E. Lohnes, responsible for Korn/Ferry's operations in finding suitable directors for corporations, says:

"Within two to three years almost every major, publicly owned corporation in the U.S. will have established a nominating committee and a majority of these committees will be composed primarily of independent outside directors creating a true balance of power in the board room and a major shift in the role of the chairman."

Those companies with nominating committees independent of the chairman tend to have larger boards with more women and minority members and more formal requirements for membership.

The Yale study included 263 of the country's largest corporations and included industrial firms, banks, retail firms and transportation companies.

Two-thirds of those companies have nominating committees composed primarily of independent outside directors.

The old boy network that has provided corporate directors for the last 75 years shows signs of breaking up. It is a healthy sign.

## CHAPTER 7: NONPROFIT BOARDS

Service on a nonprofit board provides an excellent opportunity for a woman to contribute her energy and expertise to a worthy cause and to develop her administrative and leadership skills in the process.

### WHAT A NONPROFIT ORGANIZATION IS

Nonprofit agencies in California must "not engage in the distribution of gains, profits and dividends to their members," must be formed by at least three people and have at least three directors (usually the same people) and must be licensed by the Secretary of State.

Nonprofit organizations are formed by citizens to provide services for such groups as youth, women, minorities and the elderly and are active in such areas as health, criminal justice, education, public interest, law and the arts. They range in size and scope from small neighborhood childcare centers to large activist environmental groups to elite organizations like the San Francisco Opera Guild to massive national entities like the Girl Scouts, the Red Cross and the American Cancer Society.

Funding for these worthy causes comes from membership dues and contributions from foundations, corporations, individual and community fundraising drives and government support.

In recent years nonprofit organizations have faced a series of changes and challenges: 1) a great proliferation of the number of groups organized to serve growing needs and specialized interests; 2) an increased reliance on governmental funding with its many guidelines affecting program development, administration and evaluation; 3) a gradual diminishing of their traditional volunteer work pool as former "professional volunteer" women enter the paid work force.

The confluence of these three factors make appointment to a nonprofit board comparatively easy to obtain. The Community Training and Development Program for nonprofit boards of directors, a project of the Study Center in San Francisco, finds that "nonprofit boards are crying for competent people. If you have some expertise you can offer, find a nonprofit organization whose mission you can support as there are plenty that need you." A San Francisco woman currently serving on several nonprofit boards and advisory councils emphasizes this point: "Nonprofit boards are always looking for directors with access to money and fundraising skills, community and political connections, business expertise, organizational, logistical and personnel skills and general viability. In addition, an individual's personality and reputation are important - whether she's solid and contributive or whether she's divisive when she's on a board. Once her credibility is established she becomes acceptable to any number of boards."

### FINDING THE RIGHT NONPROFIT ORGANIZATION

With more than 500 nonprofit, tax-exempt agencies in San Francisco and hundreds more in the greater Bay Area, the likelihood of finding one matching your interest is high. Your resources include:

1. The United Way Directory of San Francisco Nonprofit Agencies describes 500 agencies by type of service offered and geographic locale. The Directory, with ten updates per year, can be found in public libraries or is available at an annual subscription of \$125. A shorter, categorized list of 200 agencies participating in the United Way, half in San Francisco, half in the greater Bay

Area, is also available at no cost from the United Way office. Contact the United Way office: 410 Bush Street, San Francisco, CA 94108, 415/772-4300.

2. The Volunteer Bureau published a list of 600 nonprofit agencies, located primarily in San Francisco, giving names, addresses and telephone numbers but no descriptions. The list is available for \$5.00 from the Volunteer Bureau: 33 Gough Street, San Francisco, CA 94103, 415/864-4200. Alameda, Contra Costa, Marin and San Mateo Counties, as well as the Pleasanton area, are served by branches of the Bureau.
3. The Effective Voluntary Board of Directors, Swallow Press, Chicago, 1976, explains the nature, structure and operation of a volunteer board and the qualifications a board considers in selecting its members. This book is available at the San Francisco Business Library, 530 Kearny Street, and at the Foundation Center, 312 Sutter Street, San Francisco (reference only).

After identifying organizations you want to know more about, request membership information, newsletters and brochures from their offices. Talk with staff persons, group and board members to understand the organization, the people on the board, the kinds of people wanted for directors and the procedures used to select them.

#### SELECTION PROCESS EXAMPLES

1. Some boards have a selection committee which receives board nominations from staff agencies and consumers, then selects and appoints board members.
2. One organization has a Delegate Council consisting of member representatives from the five Bay Area counties. This Council elects a fifteen-member Nominating/Appointing Committee which makes the final appointments based on references received. No prior involvement in this organization is necessary for consideration. Staff members, while able to interview prospective candidates, do not sit on the Nominating Committee.
3. A national organization selects board members from its local chapters by inviting new members of the organization to serve.
4. Very small organizations may have an informal selection process. In one, staff members are responsible for selecting the board members, while in another the staff members serve as the advisory board. In still other cases, members of the organization elect their directors based on statements of purpose and individual objectives for the organization.

#### QUALIFICATIONS

The United Way Directory includes examples of useful skills needed for effective participation on nonprofit boards. Appointment to a board of directors may be achieved in a variety of ways:

1. volunteering for a particular committee or task force to demonstrate your skills and interest, then moving through other leadership positions to a directorship;
2. contributing funds;

3. being connected with useful social, financial or professional people;
4. asking a friend, active in the organization or familiar with a person who is, to recommend you for consideration;
5. contacting the board president or paid executive director and expressing your interest in and qualifications for board service.

Board directors and executive directors believe it is possible for a woman to achieve her goal of being on the board of a nonprofit organization even if she is not well-to-do or "well-connected." Strong interest and commitment are legitimate and respected means of entry. Developing a reputation for competence - being able to accomplish tasks and act responsibly - is invaluable and will enhance her chances considerably.

You should be prepared to take an active role on the board, not join one just to add that position to your resume. You need to be clear about the goals of the organization and how you fit in and then develop the internal discipline that will help you fulfill the demanding responsibilities of serving on a nonprofit board.

### CONCLUSION

We hope you have enjoyed reading How To Get That Appointment. We look forward to seeing your name in lights!







